



Oak Park Elementary School District 97

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TO: Board of Education
Dr. Carol Kelley, Superintendent of Schools

FROM: Gina Herrmann, Senior Director of Human Resources

RE: Workforce Equity Implementation Plan Update - Information Only

DATE: September 10, 2019

In the fall of 2018, Dr. Carrie Kamm presented, and the Board of Education approved a recommendation to contract with the Alma Advisory Group in order to “better understand our systems and processes to recruit, hire, and retain a diverse teacher workforce.” On December 11, 2018, the Alma group presented their findings and recommendations to the Board of Education. Based on these findings and recommendations, the following workforce equity implementation plan was developed for the 2018-2021 school years. Below, please find the district’s one-year goals, actual outcomes, key strategies, and accomplishments for the 2018-2019 school year.

Additionally, this report contains data on new teacher hires who were introduced to the Board of Education in August.

Pillar 3 - Effective Teachers, Leaders and Staff for Every Student for Every School

WORKFORCE EQUITY IMPLEMENTATION PLAN (2018 - 2021)	One year measurement goal (2018-2019)	SY18/19 Recruitment and Hiring Data	SY19/20 Recruitment and Hiring Data	Recommended Strategies by ALMA	SY19 Accomplishments by D97 Human Resources
Increase the candidates of color and male teaching staff at Oak Park by	Increase number of applicants of color to 4.0 per vacancy	Teachers of Color <ul style="list-style-type: none"> Candidates per vacancy: 3.6 Total % of 	Teachers of Color <ul style="list-style-type: none"> Candidates per vacancy: 4.32 Total % of 	Increase applicant diversity through	<ul style="list-style-type: none"> Refer-A-Staff Member Program launched in March of 2019. Held Community

<p>increasing the applicant pool and strategic management of highly qualified candidates</p>	<p>Increase number of male applicants to 9.0 per vacancy</p>	<p>Candidates: 12.82%</p> <p>Male Candidates</p> <ul style="list-style-type: none"> • Candidates per Vacancy: 8.24 • Total % of Candidates: 19.89% 	<p>Candidates: 13%</p> <p>Male Candidates</p> <ul style="list-style-type: none"> • Candidates per Vacancy: 8.82 • Total % of Candidates: 20.18% 	<p>focused recruitment activities</p>	<p>Celebration Session and invited all teacher candidates to meet school administrators.</p> <ul style="list-style-type: none"> • Distributed recruitment fliers throughout the community with a focus on local black churches. • Principals and administrators included multiple candidates of color for teaching vacancy interviews. • Representatives from District 97 attended the University of Illinois Chicago job fair. • The work of the Pathways Committee was used as a recruiting tool.
	<p>Staffing panels contain a minimum of two persons of color</p>	<p>NA</p>	<p>Percentage of staffing interview panels with a minimum of 2 persons of color: 43.13%</p>		<ul style="list-style-type: none"> • <i>Teacher Hiring Handbook: Being Intentional in Creating our Workforce</i> was created and reviewed with hiring personnel. • An interview summary document was implemented to track information
	<p>90% of final round interviews</p>	<p>NA</p>	<p>Percentage of final round interviews with at least one</p>	<p>Establish key hiring metrics</p>	<ul style="list-style-type: none"> • <i>Teacher Hiring Handbook: Being</i>

	contain at least one candidate of color.		candidate of color: 76.23% .	to inform progress towards recruitment goals	<i>Intentional in Creating our Workforce</i> was created and reviewed with hiring personnel. <ul style="list-style-type: none"> An interview summary document was implemented to track information
Improve the ability of school leaders to access higher quality candidates by enabling them to staff earlier and providing stronger screening tools	Baseline measures developed to improve forecast accuracy	Retirees at end of SY17-18: 5 Percentage of total openings due to retirement for SY18-19: 8.33%	Retirees at end of SY18-19: 4 Percentage of total openings due to retirement for SY19-20: 8.51%	Utilize known vacancies to forecast anticipated vacancies to allow for earlier postings	Human Resources met with principals in December and January to discuss staffing needs, potential vacancies, and retention of strong teachers. This information was used to post known vacancies in February of 2019. Human Resources has collected data on new hires for the past three years and data on upcoming retirements. This information along with attrition rate data will be used to forecast the annual number of teaching vacancies.
	Earlier offer dates - majority of offers are accepted during the spring	NA	Number of hires by May 1, 2019: 2 Percentage of total hires by May 1, 2019: 4.25%	Earlier and more robust staffing conversations with school and district leaders	<ul style="list-style-type: none"> Human Resources met with principals in December to discuss staffing needs, potential vacancies, and retention of strong teachers. This information was used

					<p>to post known vacancies in February.</p> <ul style="list-style-type: none"> • At the March 18th Administrative Leadership Team, Human Resources shared the updated teacher hiring process for SY20 with principals and central office administrators. This process was to be used immediately for all teaching vacancies. • Updates on progress towards filling vacancies was a standing item on weekly meetings of the Superintendent's Cabinet and for the Administrative Leadership Team.
	<p>Increase the applicant pool through intentional recruitment strategies.</p>	<p>Total applicants for SY18-19: 721</p>	<p>Total applicants for SY19-20: 1169</p>		<ul style="list-style-type: none"> • Refer-A-Staff Member Program launched in March of 2019. • Distributed recruitment fliers throughout the community with a focus on local black churches. • Representatives from District 97 attended the University of Illinois Chicago job fair. • The work of the

					Pathways Committee was used as a recruiting tool.
Increase retention of high quality teaching staff by supporting principals in workforce management and by addressing underlying retention issues for teachers of color.	Increase retention rate by 1%	Retention rate of 2018-2019 teachers: 91.4%	N/A (available in August 2020)	Begin tracking retention patterns	<ul style="list-style-type: none"> Collection of retention data completed on a yearly basis Completion of Pathways Provide intentional professional learning to support teachers in their role.
	100% of committees and teams have at least one person of color		<p>Percentage of District committees with at least one teachers of color: Available October 1</p> <p>Percentage of building committees with at least one teacher of color: Available October 1</p>	Engage with teachers of color to confirm experiences in Oak Park and inform systemic retention strategies	<ul style="list-style-type: none"> National Equity Projects' Black Teacher Leadership and Sustainability Institute in September 2019. <ul style="list-style-type: none"> Provide research, tools, and resources to Black teachers that support their leadership and sustainability Bring back ideas to the district to inform and direct District 97 to create a supportive structure. Engage teachers of color in committee work at building and district levels Engage teachers of

					color on leadership teams at building and district levels
	N/A		N/A	Review, revise and confirm new teacher competencies	<ul style="list-style-type: none"> Developed District 97 Teacher Profile and implemented it as part of the hiring process. <ul style="list-style-type: none"> Utilized the profile as a gauge for rating candidates for teaching positions. created consistent expectations and helps mitigate any interview bias.

3 Year Teacher Demographic Data

	SY17/18 Total Hires: 59		SY18/19 Total Hires: 60		SY19/20 Total Hires: 47	
Ethnicity/Race	SY17/18 Numbers	SY17/18 Percentage	SY18/19 Numbers	SY18/19 Percentage	SY19/20 Numbers	SY19/20 Percentage
Hispanic	5	8%	4	7%	4	9%
African American	12	20%	11	18%	7	15%
Caucasian	40	68%	38	63%	31	66%
Asian	0	0	4	7%	1	2%
Native American	0	0	0	0	0	0
Multi-Racial	2	3%	3	5%	4	8%